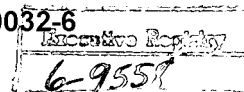


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THE WHITE HOUSE
WASHINGTON



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April 20, 1955

MEMORANDUM FOR HONORABLE ALLEN W. DULLES
Member, Operations Coordinating Board

Attached is a copy of my suggested revision of the Executive Officer's memorandum of January 3, 1955, on the Operations Coordinating Board, which is in line with Chairman Hoover's request to all OCB Members at the luncheon meeting on March 30, 1955.

W. A. R.
Nelson A. Rockefeller
Special Assistant
to the President

Attachment

NSC review(s) completed.

Rockefeller
OCL - 270188-1908

att to: 6-958

THE WHITE HOUSE

Washington

April 20, 1955

MEMORANDUM FOR MEMBERS, OPERATIONS COORDINATING BOARD

FROM: Nelson A. Rockefeller
Special Assistant to the President

SUBJECT: Suggested Revision of The Executive Officer's Memorandum
of January 3, 1955, on the Operations Coordinating Board

NOTE This has been written in two parts which could be adopted separately by OCB. Part I is an internal review, a self-survey by the Board for its own use only, which might be periodically brought up to date. Part II is a series of operational or house-keeping directives which could be adopted and circulated generally among Working Group members, and the 15 or 20 Agencies which are called upon to furnish the membership of Working Groups.

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PART I

Review of OCB Functions and Activities

The Operations Coordinating Board was established by Executive Order 10483 on September 2, 1953. It began to function actively at the end of calendar 1953. In certain respects it continued the coordinating work of the old Psychological Strategy Board. Its major function, as stated in Section 2 of the Executive Order, was as follows:

The National Security Council having recommended a national security policy and the President having approved it, the Board shall (1) whenever the President shall hereafter so direct, advise with the agencies concerned as to (a) their detailed operational planning responsibilities respecting such policy, (b) the coordination of the interdepartmental aspects of the detailed

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operational plans developed by the agencies to carry out such policy, (c) the timely and coordinated execution of such policy and plans, and (d) the execution of each security action or project so that it shall make its full contribution to the attainment of national security objectives and to the particular climate of opinion the United States is seeking to achieve in the world, and (2) initiate new proposals for action within the framework of national security policies in response to opportunity and changes in the situation. The Board shall perform such other advisory functions as the President may assign to it and shall from time to time make reports to the National Security Council with respect to the carrying out of this order.

The distinction between the carry-over of old PSB functions and the major new function as an executory arm of NSC needs careful review, as it affects (a) The composition and activity of the OCB Staff, and (b) The activity and objectives of some existent Working Groups. This is further discussed below in paragraph 8.

On March 4, 1955 the President approved a memorandum from the Director of the Bureau of the Budget (dated March 3), which established the Planning Coordination Group. This Group was established within the framework of OCB and reports directly to the Chairman of OCB. It is chaired by the Special Assistant to the President (Mr. Rockefeller), who is also Vice Chairman of OCB. This Group was established to meet the need, stated in the memorandum, to infuse into plans and programs growing out of national security policies (final implementation of which remains the responsibility of appropriate existing agencies) dynamic, new and imaginative ideas, to diagnose precisely how best to meet the overall problems of a given country or area, to bring into balance all aspects of a problem and all resources available to solve it, to find ways effectively to utilize U. S. private organizations and foreign individuals and groups and foreign public

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and private organizations.

Specifically also, in the Memorandum, The Planning Coordination Group was exclusively designated to coordinate the implementation of policies under NSC 5502/1 and 5505/1; subsequently, 174/1 has been added to its responsibilities. It was also designated as the "normal channel" for giving approval to major covert programs initiated by the Central Intelligence Agency under NSC 5412 or otherwise, and for security coordination of support therefor by CIA, State and Defense.

The relationship of the Planning Coordination Group to the development of other overt plans and programs to carry out other National Security policies within the existent framework of OCB is discussed in paragraph 6 below. With respect to the coordination of implementation of such plans and programs, the Memorandum stated specifically that responsibility therefor was to remain in the existent mechanism of OCB.

The following guidelines to the future operation of OCB reflect its current relationships and objectives. These should periodically be reviewed and brought up to date.

1. OCB is basically a cooperative arrangement. The objective should be to make it work well within that framework, emphasizing at all times the individual responsibilities of participant agencies to propose, review, and then carry out programs to implement established policies.

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2. **Success in this objective, under conditions of dispersion of responsibility over 40 or more Working Groups, requires that a high level of representation be maintained in all the Groups. The Board should review, at appropriate intervals (every 90 days), the level of membership and urge improvement upon agencies where representation is below the desired calibre.**
3. **There is danger that Working Groups will over-emphasize their reporting role, and pay too little attention to their function of calling attention to emerging or incipient problems and new situations. In Progress Reports submitted to the Board, it is this latter section (emphasized in the Executive Order) which should receive prime attention in Board discussions.**
4. **Although OCB is not the exclusive channel of inter-agency coordination in carrying out National Security policies, it should always be recognized as the channel of first choice. Members of the Board should emphasize, within their respective agencies, that the Board and the Planning Coordination Group are presumptively the channels through which continued coordination should be secured. Consolidation of existing groups or committees into OCB Groups should be fostered, and the creation of unnecessary or duplicative groups avoided. Vigilance on this score must be constant.**

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5. Each Working Group, at the appropriate stage of its work, should be prepared to submit a new or revised Outline Plan of Operations to the Planning Coordination Group. This Group will select for review, from time to time, such outline plans to carry out policies or areas of policy which it wishes to examine in accordance with Paragraph 3 of the above memorandum. The Executive Officer of OCB will take the necessary steps to assure such referral, in consultation with the Executive Secretary of PCG. All such Outline Plans will continue to be embodied in regular reports of Working Groups to the Board, including those which have been so selectively reviewed by PCG.
6. Efforts should be made by all Board members to prepare and present for discussion at informal luncheon sessions of the Board, any current problems and incipient decisions which bear on the Board's over-all responsibilities. Since the responsibility for review of covert programs will now be with PCG, more time should be available for such immediate or hot topics relating to overt programs. In each instance, the Board should decide at the time whether or not to incorporate a summary of discussion in the Board's formal minutes, and direct the Executive Officer accordingly.
7. The Status Report has proven to be a valuable tool for the

Board. In addition to the more formal progress reporting

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it contains, it should be the vehicle for interchange of comments by Board members at each meeting, and Board members should accordingly prepare appropriate comments on such topics before each meeting.

8. Approximately ten of the Board's Working Groups have been established otherwise than by direct delegation from NSC. They are in some cases carry-overs from policies initiated by the Psychological Strategy Board. In other cases, they have been set up to coordinate work in regions or areas (e. g. Western Europe), for a particular hot problem (e. g. Indo China), or to meet an inter-agency problem stemming from several NSC or other Presidential policies or actions (e. g. electro-magnetic communications). Over the next several months the Board should review the origin, progress, and current status of these Working Groups. Some may be eliminated, others merged, and some stimulated to develop new Outline Plans and undertake new progress reporting. For each, the Board should agree upon new Terms of Reference, which will be reported to the National Security Council. In some cases, a new policy directive from the Council will be required.
9. Financing of the Board's operations should be continued on the current basis through FY 1956.

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PART II

MEMORANDUM FOR GENERAL CIRCULATION

(After approval, to be incorporated in a general circular memorandum to Working Group members and appropriate officials in all agencies which are or will be concerned with OCB's operations).

1. The Operation Coordinating Board was established by Executive Order 10483 in September 1953. It has been actively operating for about 18 months, and has proven to be a workable and useful device for effecting the complex and difficult task of coordinating the execution of National Security policies.
2. By a memorandum approved by the President on March 4, 1955 there was established, within the framework of OCB, a Planning Coordination Group. This Group, which is Chaired by the Special Assistant to the President who is also Vice-Chairman of OCB, will selectively review the Outline Plans of operation prepared by the several Working Groups of OCB. The Executive Officer of OCB will make appropriate arrangements for such review at the time an Outline Plan (new or revised) is completed.
3. The OCB is a cooperative arrangement between executive agencies. Nearly a score of agencies are represented in nearly forty active Working Groups. Extraordinarily good results have been attained in the past 18 months. Continued success of such a mechanism depends upon the wide

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(PART II)

realization of its nature, the importance of its work in support of the National Security Council, and of the complexity of the task it shoulders.

Every agency and individual asked to cooperate in its Working Groups should attempt to contribute a maximum of cooperation and assistance.

4. The Board itself is composed of the Under Secretary of State (Chairman), the Special Assistant to the President (Vice-Chairman), the Under Secretary of Defense, the Director of CIA, the Director of FOA, and the Director of USIA. But the Board invites representatives of other agencies, through the Executive Officer or a Board member, to sit with it when relevant problems are being considered. Working Group Chairmen do not attend Board meetings, except by invitation. Membership in Working Groups is not limited to the Board member agencies, and should be representative of all those agencies which have an interest. Current arrangements for such participation is described in an attachment.

5. Agencies should take the necessary steps to brief these individuals who become members of Working Groups on the origin, status and objectives of OCB and, in particular, its function as a coordinating arm of the National Security Council. The Executive Officer of OCB will supply necessary briefing assistance, both oral and written.

6. Chairmen of Working Groups have a considerable responsibility in directing this cooperative effort. They should exercise leadership in devising Outline Plans, in setting and maintaining reporting deadlines, and

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in stimulating contributions by each member. Development of comments on emerging or incipient new problems is of particular importance. The Chairman is assisted by the OCB representative. Responsibility for execution of approved plans rests upon all the participant agencies.

7. Regular meetings of Working Groups should be scheduled. Normally these should be at least once each month. Cancellation of meetings should be the responsibility of the Chairman, after consultation with the OCB representative.

8. Intelligence support is furnished to each Working Group, if and when appropriate, by the OCB representative. In addition, it should be the responsibility of individual Working Group members to bring to the attention of their Working Group any significant analysis or research, bearing upon the Group's assignment, being conducted both within and outside the executive agencies by public or private bodies or individuals.

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THE WHITE HOUSE
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April 20, 1955

MEMORANDUM FOR MEMBERS, OPERATIONS COORDINATING BOARD

FROM: Nelson A. Rockefeller
Special Assistant to the President

SUBJECT: Suggested Revision of The Executive Officer's Memorandum of January 3, 1955, on the Operations Coordinating Board

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